

Message Text

CONFIDENTIAL

PAGE 01 DACCA 02743 01 OF 04 030422Z
ACTION MMO-02

INFO OCT-01 NEA-11 ISO-00 A-01 PER-01 OES-07 SS-15
SP-02 NSC-05 /045 W
-----004579 030426Z /21
R 021010Z MAY 78
FM AMEMBASSY DACCA
TO SECSTATE WASHDC 9122

C O N F I D E N T I A L SECTION 1 OF 4 DACCA 2743

FOR NEA/EX

E.O. 11652: GDS
TAGS: OGEN
SUBJECT: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT
(GORM) PROCESS

REF: STATE 063477

BEGIN UNCLASSIFIED

1. ZBB-1:

TOTAL U.S. PERSONNEL - 26
2. TOTAL FSL -123
3. TOTAL PERSONNEL RESOURCES -149
A.PAKAGE I (LINE 3 X 90 PERCENT) EQUALS 134
B. PACKAGE II (LINE 3 X 5 PERCENT) EQUALS 8
C. PACKAGE III (LINE 3 X 5 PERCENT) EQUALS 7

2. ZBB-2

ZERO-BASE BUDGETING
FY-1980
PERSONNEL RESOURCE WORKSHEET
(LEFT HALF OF CHART)
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FY 1978 PACKAGE I
(1) (2) (3) (4) (5) (6) (7)
AMER AMER AMER AMER
FUNCTION OFF. STAFF FSL OFF STAFF FSL

EXEC 2 2 0 2 3 0
POL/LABOR 3 2 1

E/C	2	1	2	4	2	2
CONS	1	-	2	1	-	2
ADMIN	11	-	118	10	-	107
OTHER	2	-	-	2	-	-
TOTAL THIS						

PACKAGE	21	5	123	19	4	11Q
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CUMULATIVE

TOTAL	21	5	123	19	4	111
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(RIGHT HALF OF CHART)

PACKAGE II			PACKAGE III		
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(8)	(9)	(10)	(11)	(12)	(13)
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AMER	AMER	AMER	AMER
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FUNCTION	OFF	STAFF	FSL	OFF	STAFF	FSL
----------	-----	-------	-----	-----	-------	-----

EXEC	-	-	-	-	-	-
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POL/LABOR	1	1	-	-	-	-
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E/C	-	-	-	-	-	-
-----	---	---	---	---	---	---

CONS	-	-	-	-	-	-
------	---	---	---	---	---	---

ADMIN	-	-	6	-	-	6
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OTHER	-	-	-	-	-	-
-------	---	---	---	---	---	---

TOTAL THIS

PACKAGE	1	1	6	1	0	6
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CUMULATIVE

TOTAL	20	5	116	21	5	123
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3. ZBB-3:

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(1) DECISION UNIT NAME: BANGLADESH

(2) PACKAGE I OF III (90 PERCENT OF PRESENT
PERSONNEL RESOURCES)

(3) ACTIVITY DESCRIPTION

A. THIS RECENTLY ESTABLISHED EMBASSY (1972) WAS AT THE OUTSET GIVEN ONLY A VERY SPARSE STAFF; 90 PERCENT OF CURRENT STAFFING WOULD BE THE ABSOLUTE MINIMUM LEVEL AT WHICH ESSENTIAL GOALS AND ACTIVITIES COULD BE PURSUED. THE REDUCTINS NECESSARY TO REACH THIS LEVEL WOULD LOWER OUR ALREADY LIMITED CAPACITY TO DO POLITICAL AND ECONOMIC REPORTING, LIMIT OUR CAPACITY TO PROMOTE TRADE AND ASSIST U.S. FIRMS, ELIMINATE EFFECTIVE AMERICAN SUPERVISION OF IMPORTANT SECURITY OPERATIONS, AND REDUCE OUR ABILITY TO PROVIDE GENERAL SERVICES FOR AN ARRAY OF OTHER AGENCIES, PARTICULARLY FOR AN EXPANDING AID MISSION.

B. AT THIS LEVEL THE EXECUTIVE STAFF (2 OFFICERS AND 2 STAFF) WOULD CONTINUE TO CONDUCT POLICY AND MANAGEMENT LEADERSHIP OF THE MISSION, BASIC FORMAL REPRESENTATION AND PROTOCOL ACTIVITY, AND TO EXERCISE POLICY DIRECTION FOR OTHER ELEMENTS OF THE MISSION, INCLUDING THE LARGE AID

MISSION. BECAUSE OF REDUCTIONS IN THE ECONOMIC AND POLITICAL SECTIONS (SEE BELOW), THE DCM WOULD HAVE TO ASSUME RESPONSIBILITY FOR ADDITIONAL NEGOTIATION AND REPORTING.

C. PERSONNEL PRESENTLY ENGAGED IN POLITICAL AND ECONOMIC ACTIVITIES (FIVE OFFICERS, THREE STAFF, THREE FLS) WOULD BE CUT BY TWO AMERICAN POSITIONS (ONE OFFICER AND ONE STAFF SECRETARY) AND THE TWO SECTIONS COMBINED. AN EVEN GREATER DEGREE OF VERSATILITY WOULD BE REQUIRED OF ALL PERSONNEL. WE WOULD SUGGEST THAT THE CENTRAL COMPLEMENT JUNIOR OFFICER POSITION, WHICH HAS MADE IT POSSIBLE TO MAINTAIN A THIRD OFFICER IN THE E/CM SECTION, BE CONVERTED TO A FULL-TIME JUNIOR OFFICER POSITION IN THE NEW POLITICAL/ECONOMIC SECTION. HE WOULD BE USED AND TRAINED IN BOTH FIELDS.
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D. NO DECREASE IS ANTICIPATED IN THE PRESENT STRENGTH OF THE CONSULAR SECTION (1 OFFICER AND 2 FLS). IN FACT, THE INCREASINGLY APPARENT PROBLEM OF SERIOUS FRAUD WILL REQUIRE THE CONSTANT ATTENTION OF EXISTING STAFF. (1 *?)0E. THE ADMINISTRATIVE SECTION (11 OFFICERS AND 118 LOCALS) WOULD BE CUT BY ONE OFFICER POSITION (THE SECURITY OFFICER) AND 12 LOCAL POSITIONS. THE SECTION WOULD BE ABLE TO CONTINUE TO PROVIDE ESSENTIAL BUDGET, MEDICAL AND COMMUNICATIONS SERVICES (OUR COMMUNICATIONS CENTER IS ALREADY ON CAREFULLY LIMITED HOURS) BUT SECURITY ACTIVITIES WOULD BE SIGNIFICANTLY HANDICAPPED AND GENERAL SERVICES (DRIVERS AND MAINTENANCE PERSONNEL) ADVERSELY AFFECTED.

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ACTION MMO-02

INFO OCT-01 NEA-11 ISO-00 A-01 PER-01 OES-07 SS-15
SP-02 NSC-05 SIG-03 /048 W
-----004684 030504Z /21
R 021010Z AMAY 78
FM AMEMBASSY DACCA
TO SECSTATE WASHDC 9123

C O N F I D E N T I A L SECTION 2 OF 4 DACCA 2743

FOR NEA/EX

(4) RESOURCE REQUIREMENTS

	FY 78	FY 79	THIS PACKAGE ONLY	FY 80 CUMULATIVE
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OFFICERS	21	21	19	19
STAFF	5	5	4	4
FSL'S	123	123	111	111

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES
AND ESSENTIAL ACTIVITIES

BEGIN CONFIDENTIAL

A. WE BELIEVE THAT THE REORGANIZATION AND REDUCTION OF POSITIONS PROPOSED ABOVE WOULD SIGNIFICANTLY DEGRADE OUR CAPACITY TO PURSUE GOALS AND OBJECTIVES SET FORTH FOR THE AMBASSADOR. IT WOULD MEAN A LESSENING OF OUR CAPACITY FOR REPORTING AND ANALYSIS CONCERNING SUCH IMPORTANT OBJECTIVES AS I (ECONOMIC DEVELOPMENT), II (REGIONAL STABILITY), III (DOMESTIC POLITICAL STABILITY), AND V (HUMAN RIGHTS). LABOR AND BIOGRAPHIC REPORTING WOULD SUFFER. IN THE COMMERCIAL AREA, ACTIVITIES ENCOURAGING INCREASED TRADE AND U.S. PRIVATE INVESTMENT WOULD BE CURTAILED; DEPENDING UPON PRIORITIES AT THE TIME THIS WOULD

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INVOLVE REDUCING ASSISTANCE TO LOCAL BUSINESSMEN SEEKING TRADE OR INVESTMENT OPPORTUNITIES FROM THE UNITED STATES AND PROVIDING LESS TRADE AND INVESTMENT OPPORTUNITY REPORTING TO WASHINGTON. WE WOULD, HOWEVER, MAINTAIN OUR LIAISON AND COORDINATION ROLE WITH USAID IN SUPPORT OF THE MISSION'S ECONOMIC DEVELOPMENT OBJECTIVES.

END CONFIDENTIAL

B. ELIMINATION OF THE REGIONAL SECURITY OFFICER, WHO DURING THE NEXT TWO YEARS MUST SUPERVISE SECURITY INSTALLATIONS IN A CHANCERY UNDER CONSTRUCTION AND A NEW ICA CENTER IN ADDITION TO SUPERVISING A 200 MAN GUARD FORCE AT 70 RESIDENCES AND 12 OTHER U.S. FACILITIES IN A DIFFICULT SECURITY ENVIRONMENT, WILL REDUCE SECURITY PROTECTION AS WELL AS DIVERT THE ADMINISTRATIVE OFFICER'S ALREADY EXTENDED ATTENTION FROM OTHER IMPORTANT AREAS. THE SECURITY OFFICER WILL BE EVEN LESS ABLE TO ASSIST THE CONSULAR SECTION IN DEALING WITH THE INCREASING PROBLEM OF VISA FRAUD. IN REGARD TO DRIVERS, OUR AID PROGRAM ACTIVITIES WILL REQUIRE INCREASED FIELD TRAVEL BY OFFICIAL VEHICLE

,

BOTH FOR ENGINEERING AND REQUIRED MONITORING OF PROGRAMS.
FURTHERMORE, A REDUCTION OF DRIVERS WOULD LIMIT OUR
CAPABILITY TO PROVIDE (FOR COMPENSATION) HOME TO OFFICE
TRANSPORTATION IN A COUNTRY WHICH RESTRICTS THE IMPORT
OF POV'S BY NON-DIPLOMATIC PERSONNEL AND WHERE TRAFFIC
CONDITIONS ARE DIFFICULT AS
ANYWHERE IN THE WORLD.
PUBLIC TRANSPORTATION IS VIRTUALLY UNUSEABLE BY FOREIGNERS.
THE ELIMINATION OF
FSL'S IN GENERAL SERVICES WOULD PROBABLY RESULT IN IN-
CREASED COSTS RESULTING FROM POOR MAINTENANCE OF SUCH
GOVERNMENT-OWNED PROPERTY AS AIR CONDITIONERS, STOVES, AND
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REFRIGERATORS.

C. WE NOTE THAT AT A 90 PERCENT STAFFING LEVEL WE
ARE REQUIRED TO REDUCE AMERICAN STAFF BY A FULL THREE POSITIONS
ALTHOUGH THE ARITHMETIC CALCULATION COMES TO 2.6 (26
AMERICAN POSITIONS TIMES 10 PERCENT). IF WE MAY APPLY
THIS EXCESS .4 AMERICAN REDUCTION, USING THE AMERICAN TO
LOCAL RATIO OF 1 TO 31, TO OUR FSL STAFF, IT WOULD NOT BE
NECESSARY IN THIS PACKAGE TO ELIMINATE ANY LOCAL POSITIONS.

4. (1) POSITION UNIT: BANGLADESH
- (2) PACKAGE II OF III (95 PERCENT PRESENT PERSONEL
RESOURCES)
- (3) ACTIVITY DESCRIPTION

A. AT 95 PERCENT OF OUR CURRENT LEVEL OF STAFFING,
ONLY ONE AMERICAN POSITION WOULD HAVE TO BE CUT AND THE
EMBASSY COULD PURSUE AGREED U.S. GOALS AND OBJECTIVES IN
THIS COUNTRY AT CLOSE TO PRESENT LEVELS. WE COULD MAIN-
TAIN SEPARATE POLITICAL AND ECONOMIC SECTIONS, ADEQUATELY
STAFFED TO DISCHARGE THEIR RESPONSIBILITIES. THIS WOULD
MAKE POSSIBLE MORE REPORTING AND REPRESENTATION OF U.S.
INTERESTS, BETTER SUPERVISION AND MORE MANAGERIAL EXPERIENCE
FOR THE SECTION CHIEFS. IT WOULD ALSO MAKE POSSIBLE MORE
RESPONSIVENESS IN THE COMMERCIAL AREA.

B. AT THIS LEVEL THE EXECUTIVE, POLITUCAL, ECONOMIC
AND CONSULAR SECTIONS WOULD FUNCTION AT FULL STRENGTH
AND BE IN A POSITION TO SUPPORT FULLY THE MISSIONS GOALS
AND OBJECTIVES. IT WOULD BE NECESSARY TO CUT ONE AMERICAN
ADMINISTRATIVE POSITION, THE SECURITY OFFICER. THE SIX
FSL POSITIONS TO BE CUT WOULD ALSO COME OUT OF THE
ADMINISTRATIVE SECTION AND INVOLVE PRIMARILY SERVICE
PERSONNEL.

- (4) RESOURCE REQUIREMENTS
- FY 78 FY 79 THIS PACKAGE FY 80
- ONLY CUMULATIVE

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OFFICER	21	21	1	20
STAFF	5	5	0	5
FSL'S	123	123	6	117

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES
AND ACTIVITIES

A. THIS PACKAGE WOULD PROVIDE ADEQUATE SUBSTANTIVE PERSONNEL TO PERFORM FUNCTIONS DIRECTED TOWARD ALL OF THE AMBASSADOR'S OBJECTIVES BUT TI WOULD FAIL TO PROVIDE FOR ADEQUATE ADMINISTRATIVE SUPPORT OF THESE PERSONNEL. THE LOSS OF THE SECURITY OFFICER POSITION WOULD IMPINGE ON THE EMBASSY'S OPERATIONS IN TWO WAYS: IT WOULD PUT AN ADDITIONAL BURDEN ON THE ADMINISTRATIVE OFFICER WHO, AS HEAD OF THE JAO IN A MISSION OF ALMOST 80 AMERICANS, IN ALREADY QUITE BUSY. SECONDLY, IT WOULD INEVITABLY PERMIT LESS ATTENTION TO OUR CIVILIAN GUARD FORCE TO SOME 200 PEOPLE WHO NEED CONSTANT SUPERVISION AND TRAINING. THESE GUARDS, WHATEVER THEIR LEVEL OF COMPETENCE, ARE REQUIRED FOR THE SECURITY OF AMERICAN LIVES AND PROPERTY. THE EFFECT OF THE LOSS OF FLS'S ALSO MIGHT NOT BE FELT IMMEDIATELY BUT THEIR ABSENCE WOULD RESULT IN LESS MAINTENANCE OF U.S. GOVERNMENT VEHICLES AND EQUIPMENT AND MORE TIME USED BY AMERICAN PERSONNEL IN LOGISTIC ACTIVITIES.

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ACTION MMO-02

INFO OCT-01 NEA-11 ISO-00 A-01 PER-01 OES-07 SS-15
SP-02 NSC-05 SIG-03 /048 W
-----004782 030458Z /21

R 021010Z MAY 78
FM AMEMBASSY DACCA
TO SECSTATE WASHDC 9124

C O N F I D E N T I A L SECTION 3 OF 4 DACCA 2743

FOR NEA/EX

5. ZBB-3

- (1) DECISION UNIT NAME: BANGLADESH
- (2) PACKAGE III OF III (100 PERCENT OF CURRENT
LEVEL POSITIONS)
- (3) ACTIVITY DESCRIPTION

A. ALL ACTIVITIES NOW BEING CARRIED OUT BY THE
EMBASSY WOULD BE CARRIED ON IN SUPPORT OF AGREED POLICY
GOALS AND OBJECTIVES.

(4) RESOURCE REQUIREMENTS

	FY 78	FY 79	THIS PACKAGE ONLY	RY 80 CUMULATIVE
OFFICERS WQ		21	-	21
STAFF	5	5	-	5
FSL'S	123	123	-	123

(5) IMPACT STATEMENT

ALTHOUGH THIS LEVEL OF STAFFING WOULD, AS WELL
AS WE CAN FORESEE, PERMIT US TO CONTINUE OUR PRESENT
ACTIVITIES, WE ANTICIPATE A CONTINUING GROWTH IN
ECONOMIC/COMMERCIAL, AID/DEVELOPMENT, AND ADMINISTRATIVE
WORKLOAD, SO THAT WE WILL HAVE TO RELY EVEN MORE ON OVER-
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TIME, ESPECIALLY FOR LOCALS.

6 A. BY "STATE PROGRAM AND ACTIVITIES" WE ASSUME
THE DEPARTMENT IS REFERRING PRIMARILY TO PROGRAM EXPENSES
WHICH ARE APPROXIMATELY ONE-THIRD OF OUR CURRENT NON-
U.S. SALARY FUNDINGS (TWO-THIRDS IS IN FAAS, PRIMARILY
AID). OF THE PROGRAM EXPENSES, OVER 40 PERCENT GOES
FOR RENT (OFFICIAL RESIDENCES) AND UTILITIES; THESE COSTS,
ESPECIALLY RENT, ARE INCREASING BUT DO DEPEND ON THE
NUMBER OF AMERICAN PROGRAM PERSONNEL. LOCAL SALARIES AND
BENEFITS MAKE UP A BIT UNDER 20 PERCENT AND ALSO DEPEND
ON THE NUMBERS INVOLVED. TRANSPORTATION OF THINGS (11
PERCENT) IS VERY EXPENSIVE GIVEN DACCA'S ISOLATION.
MAINTENANCE, REPAIRS, AND SUPPLIES RUN TO 18 PERCENT
OF OUR PROGRAM EXPENSES. WE HAVE LITTLE REAL DISCRETIONARY
SPENDING. IF WE CUT DOWN IN ONE AREA ONE YEAR, E.G.,
AUTOMOBILES OR AIR-CONDITIONERS, WE'LL NEED THAT MUCH
MORE THE NEXT YEAR.

B. WE CONCLUDE THAT OUR PROGRAM EXPENSES ARE
APPROXIMATELY PROPORTIONATE TO THE NUMBER OF PERSONNEL,
AMERICAN AND LOCAL, AND THAT A 10 PERCENT CUT IN PERSONNEL
WOULD LEAD TO A SOMEWHAT SMALLER DECREASE IN OPERATING
EXPENSES (I.E., OFFICE SPACE EXPENSES WOULD NOT DECREASE

WITHOUT MAJOR CHANGES OF ASSURED PERMANENCE IN STAFFING LEVELS).

C. WE CAN EXPECT THE NEED FOR ADDITIONAL FUNDING BY FY 1980 IN TWO AREAS. FIRST OF ALL, THE COURSE OF INFLATION IS UNPREDICTABLE; IT IS LIKELY, BASED ON PAST EXPERIENCE, TO BE AT A HIGHER RATE IN BANGLADESH THAN IN WASHINGTON. THIS WILL HAVE A CONSIDERABLE BUT UNPREDICTABLE AFFECT ON LOCAL WAGES. THE SECOND UNPREDICTABLE AREA IS THE CONSTRUCTION OF A NEW CHANCERY. ALTHOUGH THE BUILDING EXPENSE AND FURNISHINGS ARE PRE-CONFIDENTIAL

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SUMABLY INCLUDED IN FBO'S RESPONSIBILITY, WE EXPECT THAT IT WILL BE POSSIBLE AND DESIREABLE TO ACHIEVE A HIGHER STANDARD OF MAINTENANCE AND UPKEEP, INVOLVING UP-GRADING OF OUR SERVICES.

7. PART II

BEGIN CONFIDENTIAL

A. THE FIRST AND MOST IMPORTANT OBJECTIVE SET FORTH FOR ME IN BANGLADESH IS PROGRESS TOWARD THE COUNTRY'S ECONOMIC DEVELOPMENT. SUCCESS IN ACHIEVING THIS OBJECTIVE COULD ALSO CONTRIBUTE TO PROGRESS TOWARD OTHERS: DOMESTIC POLITICAL STABILITY, REGIONAL STABILITY AND ENHANCEMENT OF HUMAN RIGHTS. THE IMPORTANCE OF THESE OBJECTIVES IS REFLECTED IN THE PERSONNEL AND RESOURCES DEVOTED TO OUR AID PROGRAM IN BANGLADESH (IN FY 1978 42 AMERICANS, INCLUDING PSC, AND 81 FSLs; DEVELOPMENT LOANS ANTICIPATED AT \$107 MILLION; AND A PL 480 PROGRAM (TITLE I AND II) OF \$66 MILLION). IT IS QUITE CLEAR TO ME THAT AID IS THE MOST IMPORTANT THING WE DO IN BANGLADESH AND I CONSEQUENTLY DEVOTE THE LARGEST PORTION OF MY TIME TO IT. END CONFIDENTIAL

B. AT PRESENT THE PRINCIPAL LIMITING FACTOR ON THE SIZE OF OUR AID PROGRAMS HERE IS NOT SO MUCH AVAILABILITY OF RESOURCES IN WASHINGTON AS BANGLADESH'S NEED AND CAPACITY TO ABSORB AID. UNDER THE FORMULAE ESTABLISHED FOR ALLOTMENT OF AID FUNDS, BANGLADESH QUALIFIES FOR SUBSTANTIAL INCREASES. OUR ACTUAL PROGRAMS MUST BE LIMITED TO WHAT CAN BE ABSORBED. PL 480 AVAILABILITIES ARE SUFFICIENTLY LARGE THAT THE SIZE OF OUR PROGRAM MUST BE DETERMINED BY NEED AND LIMITED TO QUANTITIES WHICH WILL NOT UNDERMINE INCENTIVES FOR LOCAL PRODUCTION. UNDER THESE CIRCUMSTANCES I BELIEVE THAT OUR OBJECTIVES JUSTIFY CAREFULLY CALCULATED BUT INCREASING QUANTITIES OF DEVELOPMENT ASSISTANCE AND FAIRLY CONSTANT QUANTITIES OF PL 480 FOODGRAINS, DEPENDING ON LOCAL PRODUCTION AND OTHER DONER CONFIDENTIAL

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COMMITMENTS.

C. AID PLACES ITS PRIORITIES ON AGRICULTURE, FAMILY PLANNING, AND RURAL DEVELOPMENT. THIS IS JUST WHERE OUR ASSISTANCE IS NEEDED AND CAN BE BEST USED. THERE IS SOME POINION IN WASHINGTON THAT AID SHOULD DIFFUSE ITS EFFORTS AND ENTER NEW FIELDS; WE SHOULD RESIST THIS BECAUSE OF BANGLADESH'S DIFFICULTY IN ABSORBING SUCH AID AND UNCERTAINTY ABOUT OUR RELATIVE COMPETENCE IN OTHER AREAS.

D. WHILE I CAN SAY THAT I CONCUR WITH THE DIRECTION IN AID IS PROCEEDING IN USE OF RESOURCES FOR BANGLADESH, I CANNOT SET FORTH MY SPECIFIC VIEWS AS AID'S DEADLINE FOR ITS ZBB PROJECT IS CONSIDERABLY LATER THAN THAT OF THE STATE DEPARTMENT AND WE HAVE NOT YET COMPLETED THE AID EXERCISE HERE. I CAN SAY THAT BOTH MY PREDECESSOR AND THE AID DIRECTOR HAVE IMPOSED SEVERE CONSTRAINTS ON AID STAFFING, WHICH I BELIEVE IS SPARE ANICXULLY JUSTIFIED.

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ACTION MMO-02

INFO OCT-01 NEA-11 ISO-00 A-01 PER-01 OES-07 SS-15
SP-02 NSC-05 SIG-03 /048 W
-----004850 030517Z /11

R 021010Z MAY 78
FM AMEMBASSY DACCA
TO SECSTATE WASHDC 9125

C O N F I D E N T I A L SECTION 4 OF 4 DACCA 2743

FOR NEA/EX

8. THE ICA PROGRAM IN BANGLADESH HAS A HEAVY EMPHASIS ON CULTURAL EXCHANGE, MESHING WELL WITH OBJECTIVE IV, EXPANSION OF ACADEMIC AND OTHER RELATIONSHIPS BETWEEN AMERICANS AND BANGLADESHIS. ICA ALSO PURSUES EFFECTIVE INFORMATION PROGRAMS WHICH CONTRIBUTE TO OUR OBJECTIVES CONCERNING COOPERATION ON GOLBAL ISSUES AND HUMAN RIGHTS. THE ICA PROGRAM IS A VERY SMALL ONE (AMERICAN STAFF OF ONLY 3 PLUS 1 JOT) CONSIDERING THAT THIS IS A COUNTRY OF 85 MILLION PEOPLE AND ONE IN WHICH WE ARE MAKING SUCH A

LARGE AID COMMITMENT. IN FACT THE PROGRAM FOR THE SAME AREA WAS CONSIDERABLY LARGER WHEN BANGALDESH WAS A PART OF PAKISTAN. I CONSIDER THAT THE STAFF SHOULD BE MAINTAINED AT A LEVEL OF 4, INCLUDING REGULAR ASSIGNMENT OF JOT. OUR CULTURAL EXCHANGE ACTIVITIES SHOULD, HOWEVER, BE SUBSTANTIALLY INCREASED. FOR THIS REASON, I HAVE STRONGLY RECOMMENDED AN ICA ZBB PACKAGE OF 115 PERCENT.

BEGIN CONFIDENTIAL

9. AT THE RECOMMENDATION OF MY PREDECESSOR, THE DEFENSE ATTACHE'S OFFICE WAS OPENED ABOUT A YEAR AGO WITH A MINIMUM STAFF OF ONE OFFICER, ONE ENLISTED MAN AND A LOCAL DRIVER. GIVEN THE IMPORTANCE OF THE MILITARY IN THIS COUNTRY AND THE FACILITY WITH WHICH THE DEFENSE

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ATTACHE HAS ESTABLISHED RELATIONSHIPS WITH ITS SENIOR LEADERS, I BELIEVE THIS SMALL INVESTMENT OF RESOURCES HAS BEEN WORTHWHILE IN TERMS OF OUR ABILITY TO KEEP INFORMED AND HAVE SOME INCLUENCE IN THE AREAS OF REGIONAL AND INTERNAL STABILITY (OBJECTIVES II AND III). THIS STAFF SHOULD BE RETAINED BUT NOT EXPANDED. END CONFIDENTIAL

10. IT MAKES GOOD SENSE THAT THE DEPARTMENT OF AGRICULTURE BE REPRESENTED IN A COUNTRY WHICH IMPORTS LARGE QUANTITIES OF FOOD (MUCH OF IT UNDER PL 480) AND ONE IN WHICH THE MAJOR PROBLEM IS ITS FOOD DEFICIT. THE AGRICULTURAL ATTACHE'S OFFICE (ONE OFFICER, ONE LOCAL HIRE AMERICAN SECRETARY, AND ONE FLS) PROVIDED IMPORTANT HELP FOR OUR PL 480 PROGRAMS AND COMMERCIAL SALES OF U.S. AGRICULTURAL PRODUCTS (BOTH OBJECTIVE I). THE ATTACHE'S REPORTING IS OF VALUE TO BOTH THE DEPARTMENTS OF AGRICULTURE AND STATE.

11. WHEN THIS EMBASSY WAS ESTABLISHED IN 1972, A DECISION WAS MADE TO AUTHORIZE ONLY A VERY SPARSE STAFF AND TO KEEP IT THAT WAY. IN FACT THE U.S. GOVERNMENT STAFF ATTACHED TO THE CONSULATGENERAL IN EAST PAKISTAN BEFORE THE INDEPENDENCE OF BANGLADESH WAS LARGER THAN THE PRESENT STAFF OF THE EMBASSY. IT MAKES LITTLE SENSE TO SPEAK OF FURTHER REDUCTION.

ANY TEN PERCENT REDUCTION OF U.S. RESOURCES EMPLOYED IN BANGLADESH WOULD HAVE TO INCLUDE SUBSTANTIAL REDUCTIONS IN AID, SINCE AID RESOURCES LOOM SO LARGE IN THE TOTAL. YET THESE RESOURCES ARE DIRECTED TOWARD OUR MOST IMPORTANT OBJECTIVE AND SHOULD INCREASE AT THE RATE THEY CAN BE ABSORBED. AID STAFFING IS ALREADY SO CONSTRAINED THAT WE ARE SELECTING THOSE PROJECTS WHICH REQUIRE THE LEAST STAFF. SOME VERY LIMITED INCREASE MAY BE NECESSARY.

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IF CUTS WERE NECESSARY, THEY MIGHT ALSO COME FROM THE STATE REPORTING AND ADMINISTRATIVE STAFF AND THE AGRICULTURE OFFICE. YET IT WOULD NOT MAKE SENSE TO MAKE REDUCTIONS WHICH WOULD SHARPLY REDUCE STATE/AGRICULTURE'S ABILITY TO ANALYZE, LEAVING AID TO DO BOTH THE ANALYSIS AND THE BROGRAM DIRECTION. THE DIFFICULTY WITH CUTTING STATE ADMINISTRATIVE RESOURCES IS THAT THEY ARE DEVOTED IN LARGE PART TO SUPPORTING AID EMPLOYEES. ICA WAS CUT TO THE BONE SHORTLY AFTER INDEPENDENCE AND NEEDS MORE RESOURCES RATHER THAN LESS. FINALLY, IT WOULD MAKE LITTLE SENSE TO CUT OUR VERY LIMITED DAO JUST AFTER HAVING ESTABLISHED IT TO FULFILL AN IMPORTANT FUNCTION.
SCHNEIDER

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Message Attributes

Automatic Decaptioning: X
Capture Date: 01 jan 1994
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Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 02 may 1978
Decaption Date: 01 jan 1960
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 20 Mar 2014
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1978DACCA02743
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: GS
Errors: N/A
Expiration:
Film Number: D780187-1050
Format: TEL
From: DACCA
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1978/newtext/t197805103/aaaadkfl.tel
Line Count: 568
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: 0048d593-c288-dd11-92da-001cc4696bcc
Office: ACTION MMO
Original Classification: CONFIDENTIAL
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 11
Previous Channel Indicators: n/a
Previous Classification: CONFIDENTIAL
Previous Handling Restrictions: n/a
Reference: 78 STATE 63477
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 10 may 2005
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2523546
Secure: OPEN
Status: NATIVE
Subject: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM) PROCESS
TAGS: OGEN
To: STATE
Type: TE
vdkgvwkey: odbc://SAS/SAS.dbo.SAS_Docs/0048d593-c288-dd11-92da-001cc4696bcc
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Sheryl P. Walter
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